DOCUMENT RESUME

ED 087 385 IR 000 124

TITLE	Office of University Library Management Studies. Third Annual Report: December 1973.
INSTITUTION	Association of Research Libraries, Washington, D. C. Office of Univ. Library Management Studies.
PUB DATE	Dec 73
NOTE	4p.
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	Activities; Annual Reports; *College Libraries; Information Services; Job Training; Libraries; Library Research; *Management Development; Material Development; Program Descriptions; Publications; *Research Libraries; *University Libraries; Workshops
IDENTIFIERS	Management Review and Analysis Program; Systems and Procedures Exchange Center

ABSTRACT

The third year of operation for the Office of University Library Management Studies demonstrated more extended programs and activities in the management arena and widespread involvement of member libraries. While the Management Review and Analysis Program moved into a fully operational context, the Office established a new Systems and Procedures Exchange Center as a device for collecting, organizing, and disseminating management documents. Among the publications were the Booz, Allen and Hamilton, Inc. case study of libraries at Columbia University, the Management Supplement Series, and the SPEC Flyer Series. The Office also offered many workshops and training activities for members to develop their management skills. In addition, the Office staffs made on-site visits to individual libraries and other important projects. (CH)

ASSOCIATION OF RESEARCH LIBRARIES

OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES
Duane E. Webster, Director

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

ED 087385

IR 000 124

Office of University Library Management Studies

Third Annual Report: December, 1973

The impact of the Association's efforts to improve the management of research libraries was demonstrated in this past year by widespread activity of member libraries in the management arena and by direct involvement of most member libraries in one or more Office projects.

The third year of operation for the Office produced a new Systems and Procedures Exchange Center, numerous management publications, and increased direct involvement of member libraries in the Management Review and Analysis Program. These extensions of programs and activities were facilitated by the addition of Jeffrey Gardner to the Office staff and by the continued support of the Office by the ARL membership. A three-year grant from the Council on Library Resources was awarded to the Association to finance operation of the Office to 1976.

As noted in previous annual reports, the management effort of the Association began by addressing the research library's need for increased management expertise and providing assistance to individual libraries engaged in improving their management methods. To do this, four basic programs are operated by the Office: (1) Research and Development; (2) Information Exchange; (3) Management Training; and (4) Consultation. Past annual reports of the Office have commented on objectives and accomplishments in each of these programs. This report will comment briefly on the major projects of the year.

1. The Management Review and Analysis Program (MRAP)

The MRAP is an assisted self-study of management practices in research libraries. Participating libraries assume responsibility for the conduct and results of the study, while the Office provides assistance via an MRAP Manual, Training Sessions, on-site visits, access to Office files, and consultation. Participation in this Program is free to ARL members; libraries are expected to pay only for the costs of reproducing necessary copies of the Manual. While the Program requires a significant time and staff commitment by the library, results to date indicate that the investment produces worthwhile, short-term benefits with considerable long-term potential.

The MRAP moved into a fully-operational context during the year with a rewriting of the MRAP Manual, and the completion of a second test of the program involving six libraries using the revised Manual.

1527 New Hampshire Avenue, N. W. Washington, D. C. 20036 (202) 232-8656 or 2466

A third group of libraries began the Program in October. To date, fourteen member libraries have worked with the Office on this Program: Iowa State, Purdue, Tennessee, Case Western Reserve, Connecticut, Boston, Washington, Smithsonian, Rutgers, Washington State, Missouri, Maryland, Library of Congress/Division of the Blind and Physically Handicapped, and Rochester. Four ARL libraries have expressed interest in participating in a fourth MRAP group expected to begin the Program in May or September, 1974.

2. Systems and Procedures Exchange Center (SPEC)

The Center was established this year as a device for collecting, organizing, and disseminating management documents produced by ARL member libraries. The initial surveys were conducted in August and September and the files established subsequently. To date, the Office has gathered documentation on objectives, organization patterns, and personnel practices. Office staff has analyzed the survey results and organized the material into files. This analysis and evaluation has produced: (1) SPEC Flyers, a periodic announcement service describing files and survey results; and (2) SPEC Kits, packages of documentation representing illustrative approaches to specific management areas (e.g., organization of the library personnel office, status of librarians, etc.).

Access to the SPEC resources is free for member libraries. SPEC liaison persons have been established in each ARL library to provide a contact point for SPEC data-gathering and access to files. Auxiliary services such as file analysis, detailed reference requests, or program design assistance is available at cost. Access to the SPEC resources for non-members will be possible at either an annual subscription rate or via individual purchase of SPEC Flyers and Kits.

Limited services have been offered to date, but these have resulted in over 75 requests for information and documentation. Membership willingness to contribute documentation and to subsequently use these materials has allowed the Office to consider future expansion of the files and services.

3. Office Publications

The main event of the year in this area was the publication of the Booz, Allen & Hamilton, Inc. case study of the organization and staffing of the libraries of Columbia University. The report was published by Redgrave Information Resources Corporation and distributed to the membership in November. Simultaneous with the publication of the report, the Columbia Libraries has completed a detailed implementation study which demonstrates how the Booz, Allen & Hamilton recommendations are being acted upon. This follow-up report will be distributed to members in early 1974.

During the year, the Office initiated two new series of ARL management information services. The first is called the ARL Management Supplement and reviews current activities of academic libraries in

specific management areas. Four Supplements were issued, covering: planning, budgeting, collective bargaining, and management training. The second series is called the SPEC Flyer and is an announcement service reporting on Office surveys and available documentation. Three Flyers were issued during the year in the areas of library goals and objectives statements, personnel practices, and academic status of librarians.

Attached is a bibliography of the sixteen OMS publications to date.

4. Workshops and Training Activities

A number of Office activities are aimed at the development of library managers. These activities include both the Management Review and Analysis Program and the Systems and Procedures Exchange Center. The importance of this activity has led the Office during this year to invest more of its resources in management development.

A series of Planning/Budget Officers' workshops were offered to members. These workshops included: a meeting at the Cornell University Libraries that explored the application of the AMA Planning Program at Cornell; a meeting at the National Center for Higher Education Management Systems, that employed some of the quantitative management tools developed by that Center in a modeling exercise; and a meeting at the Columbia University Libraries which discussed planning and implementation for organizational changes in large research libraries.

The opportunity to nominate management "interns" to work in the Office under a CLR fellowship was extended to ARL members. Syracuse University Libraries nominated Richard Dionne, who is currently at work on a study of the formulation and use of objectives in research libraries. Northwestern University Libraries and the Office have cooperated on a project proposal for next year involving the examination of performance appraisal techniques in research libraries.

5. Other Projects

As a way of developing a better understanding of the management problems and interests of member libraries, Office staff invest a part of their time in making on-site visits to individual libraries to meet staff and discuss issues. These visits are frequently related to on-going projects such as MRAP, workshops, or NASIC. During the year, twenty-five libraries were visited and since the inception of the Office, over a third of the member libraries have been contacted in this fashion.

The Office is participating in a National Science Foundation-funded project called Northeast Academic Science Information Center (NASIC). This project is an attempt to develop a cooperative mechanism for the provision of machine-readable data base information services to academic libraries in the Northeast. Office staff are contributing

consultative assistance from the point of view of the administration and use of data base services in research libraries. The project was funded during the year and completed a survey of existing data base activities. This project is administered by the New England Board of Higher Education.

The Office is also serving in an advisory capacity for a National Commission on Libraries and Information Science project that is developing recommendations for a nation-wide program for continuing education. This project, conducted by Catholic University's Library Science Department, intends to explore improved approaches to meeting the training and developmental needs of library staff.

During this year, for the first time, ARL membership dues were used to finance a part of Office operating expenditures. As part of the CLR grant conditions, this direct financial support will increase over the remainder of the funding period. During that time, it is expected that the Office will have developed and will be operating a series of management services that meet member libraries' needs. To achieve that objective, we solicit individual comments on effectiveness of present programs and suggestions for future activities.

The Office continues to benefit greatly from the advice and guidance of the ARL Commission on the Management of Libraries (Warren J. Haas, Chairman; Ben Bowman; and Richard DeGennaro).

Submitted by:

Duane E. Webster, Director
Office of University Library
Management Studies

Approved by:

Stephen A. McCarthy
Executive Director
Association of Research Libraries